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ON THE WAY TO TURQUOISE ORGANIZATIONS AND TURQUOISE LEADERSHIP

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Purpose: The aim of the text is to present the concepts of turquoise organizations and turquoise leadership against the background of the evolution of societies, organizations and leadership.
Design/methodology/approach: The study was based on literature studies.
Findings: The text summarizes and characterizes the various stages of the development of societies. The different types of organization were characterized in the model of organization by F. Laloux, paying particular attention to the turquoise organization. All the "colored" leaders are characterized in detail – from purple to turquoise.
Practical implications: The basic recommendation for management practitioners who would like to create a turquoise atmosphere in their organizations is reflection on the actual and declared key values and the mission of the organization. They also have to answer the question of how much they are able to share power with their colleagues, how much are they able to trust them. It is also becoming extremely important to build emotional openness between employees and their loyalty to each other.
Originality/value: The text may be of interest to both researchers on the topic of turquoise organizations and practitioners who would like to transform their organizations into modern workplaces.

Keywords: turquoise organization, teal organizations, leader.

Category of the paper: research paper.

1. Introduction

Permanent competitive advantage results less and less from the product or business model and more and more from the organizational culture that allows us to create innovative products in series or rapidly change business models. In the 21st century, significant changes were observed in the approach to organization management, such as a systematic departure from hierarchical structures, increased flexibility of operations, delegation of authority, development of employees' initiative, importance attached to values (Lee and Edmondson, 2017; Ziębicki,

2017, p. 79; Iliadou and Schödl, 2018). The changes taking place in this area indicate the transformation of modern organizations towards a new model of operation (Czekaj et al., 2020). This contributes to increasing the flexibility of the organization, development of individual employee competences, empowerment, increased commitment and motivation, greater sense of community among employees, creativity, speed of decision-making, information openness, process approach and results orientation (Ziębicki, 2020, p. 3). In this context, the emergence of the 'Teal Organizations' model represents an important milestone in re-identifying the basic principles of the organization (Romero et al., 2020, p. 2). Teal organizations provide a unique model of management with flat organization's structure, autonomy, employee participation, self-organization, employee influence on working environment and extreme transparency (Kryczka, 2019, p. 37).

The aim of the text is to present the concepts of turquoise organizations and turquoise leadership against the background of the evolution of societies, organizations and leadership. The study was based on literature studies.

2. Towards turquoise awareness

The idea of turquoise organizations is not new. Its many elements appeared already in the second half of the 20th century (Rosiński, 2018, p. 244), especially in the works of E. Deming and P.F. Drucker. However, only the description of their common philosophy by F. Laloux (2015) and the presentation of management styles against the background of the evolution of management styles and giving them a catchy name resulted in a marked increase in interest in this theory (Blikle, 2017, p. 51).

The reference to the turquoise organization was based, among others, on on the theory of the spiral of social development, the foundations of which are based on the theory of levels of development of human consciousness formulated by C.W. Graves in the 1970s (Graves, 1970). This theory was developed and disseminated only thanks to the publication of D.E. Beck and Ch.C. Cowan (1996), who coined the term "Spiral Dynamics" and introduced the color marking system (Table 1).

Table 1.
Value systems in the theory of the spiral of social development

Development stage	Description
Beige color (around 100,000 BC) - instinctive	*Parent Value:* survival. *Behaviors:* everything you need to survive.
Purple color (c. 50,000 B.C.E.) - magical	*Overriding value:* safety and security. *Motto:* "The individual is not important, what matters is the team, that is the organization to which I belong." *Behaviors:* through rituals, they have a mystical sense of cause and effect; people are strongly associated with the group, nepotism is normal; employees owe their lives to family organizations.
Red color (c. 7,000 B.C.E.) - impulsive, egocentric	*Superior value:* power and action. *Motto:* "Life is a jungle and the most adapted will survive!" *Behavior:* People must be subject to a strong leader who rewards them; the weaker must serve; employees can cope with many things if their basic needs are systematically met.
Blue color (c. 3000 B.C.) - deliberate, authoritarian	*Overriding value:* stability and purposeful life. *Motto:* "I introduce order in chaos and structures instead of anarchy." *Behavior:* People work best if you tell them how to do it; it gives meaning to life by fulfilling one's duties and being punished if it is not done.
Orange color (c. 1000 AD) - strategic, achievement-oriented	*Overarching Value:* Success and Autonomy. *Motto:* "I will measure, weigh, compare and be the best!" *Behavior:* people are motivated by material reward; competitiveness improves productivity and promotes personal development.
Green color (c. 1850 AD) - egalitarian, community oriented	*Overriding value:* harmony of community and equality. *Motto:* "I have my interests and you have your interests. I accept your interests and expect you to accept mine. We are all equal". *Behavior:* people want to cooperate with each other; sharing something or taking part in something together is better than competing with each other; human rights and community development; working to minimize divisions and secure life.
Yellow color (c. 1950 AD) - integrative	*Overriding Value:* Quality of Life and Responsibility. *Behavior:* People like to do what they know; employees need free access to information and materials; the world is seen as an integrated system; flexibility is emphasized; change is the norm.
Turquoise color (c. 1970 AD) - holistic	*Overarching Value:* Global Governance and Renewal. *Behavior:* spiritual connections between man and organization; work must be at the service of a comprehensive and healthy life in full existence; the world is in an equilibrium which, in man's hands, is under threat; flexibility is emphasized; change is the norm.
Coral color (approx. ??? AD) - undefined	*Overarching Value*: ??? *Behavior*: ??? So far, the level is unattainable for humans

Adapted from: "Spiral Dynamics. Leadership, Werte und Wandel" by D.E Beck, Ch.C Cowan. 2008 by Inspire!, Bielefeld; "Spiral Dynamics in Action. Humanity's Master Code" by D.E Beck, T.H. Larsen, S. Solonin, R. Viljoen, T.Q. Johns. 2018 by John Wiley&Sons, Chichester; "9 Levels of Value Systems. Ein Entwicklungsmodell für die Persönlichkeitsentfaltung und die Evolution von Organisationen und Kulturen" by R. Krumm. 2017 by Werdewelt, Mittenaar-Bicken.

What makes this theory different from other theories of human development is that it does not claim that people are going to one ultimate destination. Depending on the changing psychological, environmental, social and biological factors, they flow through the spiral stages of consciousness development (Dobbelstein, Krumm, 2016). To adapt to change, people create increasingly complex conceptual systems that enable them to cope better, survive and develop further (Butters, 2015, pp. 67-68). Each stage includes and exceeds all previous stages,

thus opening up new possibilities. Each level of consciousness is organized around a system of core values that express collective intelligence at a given stage, and the same core values apply to entire cultures as well as to individuals. As noted by Beck and Cowan (2008), the theory is not complete, but open to the limit of the development of the homo sapiens brain.

3. Towards a turquoise organization

F. Laloux (2015) combined the theory of psychology with management. He put together new and older management techniques depending on their impact on people and organizational culture. He identified and described five organizational models (giving each of them a symbolic color) ranging from the most authoritarian to the most democratic (Table 2). He noticed that the better the management techniques, the higher the degree of organizational culture. In the development chain he outlined, he considered turquoise organizations to be the most developed and effective form of human cooperation at present (Jeznach, 2017, p. 18). It should be emphasized that F. Laloux views turquoise differently than in the theory of the development spiral. "*At Laloux turquoise (...) is a mixture of green and yellow levels*" (Kirov, Kirova, 2017, p. 22).

Table 2.
Organization models according to F. Laloux (from red to green organization)

Organization models	Characteristic
Red organizations *The guiding metaphor*: a pack of wolves	What binds them together is the constant use of force in interpersonal relationships. The most important value is absolute obedience. The leader uses ruthless violence and subordinates others to his own will, because this is the only way he can maintain his status. When his power is called into question, someone else will immediately try to overthrow him by the method of force. The leader surrounds himself with family members, who are usually more loyal, and buys their loyalty. In turn, the people closest to the leader are kept in check by their members of the organization. It is bloody leadership based on fear: one leader and one punishment. The leader must regularly resort to public displays of cruelty and punishment, because only fear and submission keep the organization from disintegrating. The weaknesses of these organizations are poor planning and strategy-building skills, and the strength of the ability to react quickly to threats and seize opportunities with cruel ruthlessness. Thus, they adapt well to chaotic environments, but are ill-suited to achieving complex results in stable environments where strategic planning is possible. *Examples*: mafia, street gangs, paramilitary groups, but also some companies, institutions, organizations and political parties.

Cont. table 2.

Amber organizations *The guiding metaphor:* the army	The leading value of these organizations is their subordination to a certain unquestionable code of honor (army) or ethics (church). These organizations are able to undertake long-term projects. Knowledge is embedded in the organization and can be passed down from generation to generation. It doesn't depend on one particular person. Each person can be replaced by another who takes the same role in the process. Members of such an organization strive for order and predictability. Changes are viewed with suspicion. These organizations are exceptionally well suited to stable contexts where the future can be planned in relation to past experience. What worked in the past will work in the future. These organizations have problems with accepting the need for change, they feel bad in the situation of competition, therefore they strive for monopoly and domination. These organizations bring stability to power along with formal titles, established hierarchies and organizational patterns. The overall structure is based on a rigid pyramid where formal reporting is from bottom to top. A catalog of applicable rules as well as disciplinary measures and penalties is established. It is assumed that the members of the organization are lazy and dishonest, so management must rely on issuing commands and control to achieve the desired results. Innovation, critical thinking and self-expression are downright undesirable. Individual talents are not recognized, rewarded or developed. *Examples*: Religious Institutions, Military, Most Government Agencies, Public School System.
Orange organizations *The guiding metaphor:* the machine	These organizations are able to question the status quo and formulate ways to change it for the better. Leaders reiterate that change and innovation are not a threat but an opportunity. The organizational structure includes divisions that did not exist before: research and development, marketing and product management. These organizations maintain a hierarchical organizational structure, but pierce rigid, functional and hierarchical constraints by introducing project groups, virtual teams, multidisciplinary initiatives, expert positions, and in-house consultants to accelerate communication and foster innovation. There is a profound change in the style of leadership and management. Senior management formulates the overall direction and then distributes the goals to the next levels of the organization to achieve the desired result. To some extent, management does not care how the goals will be achieved as long as they are met. People are driven by material success, which is why a whole range of incentives have been invented in the motivational processes. Members of the organization are given space to use their creativity and talent and the freedom to work out ways by which they want to achieve their goals. Unfortunately, organizations do not always follow these rules. It happens that in practice the fear of losing control triumphs over their ability to trust and still decisions that would be better left at the lowest levels of the organizational hierarchy are made at the highest levels. In addition, the constant pursuit of innovation and profit leads to the artificial creation of needs, fueling consumerism, greed for organization and unethical behavior. *Examples:* multinational companies, community schools.
Green organizations *The guiding metaphor:* family	While organizations maintain a hierarchical organizational structure, they relegate most decisions down to the bottom ranks where they can be made without the approval of superiors. A strong, shared culture is the glue that keeps organizations from disintegrating. The culture of the workplace is of great importance. Leaders are expected not to simply and dispassionately solve problems, but to be leaders in the service of others, listening, empowering, motivating and developing them. They often express themselves in the form of "employees are part of the same family and together they are ready to help each other and be one for the other." The main commitment of managers is to maximize investor returns, as it benefits all stakeholders in the long term. The role of leaders is to choose the right compromises so that all stakeholders can thrive. Organizations consider their social responsibility an integral part of running a business. It is often the core of their mission. Examples: Organizations driven by corporate culture.

Adapted from: "Turquoise Organizations - The Perspective of Polish Organizations" by A. Wasiluk, A. Daniluk. In: K. Soliman (Ed.), Innovation Management and information Technology impact on Global Economy in the Era of Pandemic: Proceedings of the 37th International Business Information Management Association Conference (IBIMA) (pp. 6561-6568). 2021 by International Business Information Management Association.

Turquoise organizations are based on the theory of human-oriented development, openness and transparency in company management (Miśkiewicz et. al., 2021). It is a new, coherent organizational model that corresponds to a new stage in the development of human consciousness, a new paradigm of teamwork and a new way of managing an organization (Laloux, 2015). Its creation requires a reorientation of the existing rules of operation of the organization and requires employees to completely stop identifying with their own ego, which allows them to move from external to internal assessments of decisions made. Thanks to this, it becomes possible to reverse the order prevailing in the current organizational models. Success or wealth are no longer needed for the good living out of life by every person, employee of the organization. The most important thing is to ensure a good life, and only its effect can be recognition, success, wealth and love (Pluta, 2017, p. 307).

The concept of turquoise organizations is based on three pillars: self-management, wholeness, evolutionary purpose (Table 3).

Table 3.
Pillars of turquoise organizations

Pillar	Description
self-management	The ability of team members to self-manage, take responsibility and flexibly adapt to current challenges. Efficiency depends on interpersonal relationships, honesty and trust between employees.
wholeness	The feeling that you can be yourself at work without pretending and separating your professional and private life. The team realizes that everyone is deeply connected to each other as part of a larger whole. Employees are appreciated in various aspects and dimensions and have freedom and space for development (training is not imposed on employees to eliminate their weaknesses, but is voluntarily chosen by them and is intended to serve general development).
evolutionary purpose	Organizations are seen as a living organism with a life goal, while team members help to achieve it. The purpose of existence is constantly adapted to the present and is a response to the current individual and collective needs. The goal determines the meaning of the organization's existence. Profit is a by-product of a job well done, not an end in itself.

Adapted from: "Pracować inaczej" by F. Laloux. 2015 by Studio Emka: Warszawa, pp. 276-278; „Trust makes this organisation unique. Looking at the future of work through two human-centric organisations" by S. Kurki, and M. Wilenius. 2016 by *European Journal of Futures Research, 23, 4*. Retrieved from https://gupea.ub.gu.se/bitstream/2077/56998/1/gupea_2077_56998_1.pdf, 30.05.2022.

Teal management is based on the fact that the organization is managed by everyone who works in it. All information is public, tasks are discussed collectively and on an ongoing basis. Decisions are made by those who know how to deal with the emerging challenge and are able to meet it. The solution is implemented after consulting the team (Wzorek, 2019, p. 14).

The turquoise organization is based on cooperation and mutual trust. Employees together form the company and fulfill its mission. Everyone knows what goal they pursue, what values they follow and what responsibility they bear, therefore they realize that they set tasks for themselves, based on their skills. Employee involvement, their personality and enthusiasm in which they approach the performance of duties are the essence of the organization (Tabaszewska-Zajbert, 2019; Juchnowicz, 2017, p. 12).

Structural solutions of turquoise organizations are not devoid of hierarchical relationships, although they are not strong (Hopej-Tomaszycka and Hopej, 2018, p. 241). An important distinguishing feature of these organizational structures is the considerable standardization and formalization of activities, which proves that they are somewhat bureaucratic. This was noted by E. Bernstein, J. Banch, N. Canner and M. Lee (Bernstein et. al., 2016, p. 93), who stated that in some respects, contrary to popular claims, they resembled bureaucracy, so as M. Weber saw it at the beginning of the 20th century. M. Wzorek (2019, pp. 83-84) has a different opinion, who states that in the world of turquoise the hierarchy is completely disappearing. To avoid chaos, clutter and anarchy, turquoise organizations develop specific practices and methods that allow them to communicate efficiently and make the best decisions. Establishing "specific rules of playing together", signing the constitution, transparent financial systems, records of decisions made and goals set - these are just some examples of the use of new working methods.

In turquoise organizations, the control of employees is kept to a minimum. It mainly boils down to the fact that employees support each other in the performance of their duties, but also control each other. The classic system of motivation is replaced by the internal motivation of employees. It is the transfer of power to employees that is the most important, but also the most controversial, assumption of the turquoise concept.

The concept of turquoise organizations developed by F. Laloux by many scientists and business practitioners was considered "groundbreaking", "brilliant", "extraordinary", "impressive" and "changing the world". Many also consider it "utopian" and "dreamy" (Iwko and Pisarska, 2020). Regardless of how this concept is viewed, it should be emphasized that organizations based on this idea function both in Poland and around the world (Table 4).

Table 4.
Turquoise organizations in Poland and in the world

The reach of the organization	Teal Organisations
Global	**Sun Hydraulics** – USA, UK, Germany, South Korea, China, India
USA	**Morning Star** – California **Patagonia** – California **Resources for Human Development (RHD)** – 14 US States **New Era Windows & Doors** **Isthmus Engineering & Manufacturing** **Union Cab Cooperative** – Madison, WI
Europe	**Buurtzorg** – Netherlands **Evangelischen Schule Berlin** – Germany **Heiligenfeld** – Germany **Favi** – France **We-Q** – United Kingdom **The John Lewis Partnership** – United Kingdom

Cont. table 4.

Poland	**PKS Gdańsk-Oliwa SA -** Gdańsk **Grupa Szkoleniowa Halibut** – Poznań **Brewa s.c.** – Kalisz **HighSolutions** – Poznań **Kaizendo**– Warszawa **KAMSOFT PODLASIE Sp. z o.o.** – Zambrów **LeaNCe sp. z o.o.** – Kraków **Not Just Shop** **Marco sp. z o.o.** – Gliwice **Mentax –** Koszalin **MTA Digital** – Poznań **OXALIS Polska –** Radzionków **WINS – Web Innovatve Software –** Wrocław **SoftwareMill** – Warszawa School **Turkusowa wieża** – Warszawa Kindergarten and nursery school **Zielona wieża** – Warszawa **REC**– Kraków **Igus Polska** – Warszawa **Mediaflex** – Kraków **GEP Poland** – Łódź **LPP** – Gdańsk

Adapted from: https://we-q.com/collaborative-intelligence/list-of-teal-organisations-examples/, 30.05.2022; https://turkusorg.pl/turkusowe-organizacje-w-polsce/, 30.05.2022.

4. Towards turquoise leadership

The stage at which a given organization operates determines leadership. F. Laloux claims that what matters is the level from which leaders most often view the world. More or less consciously, it is they who establish such organizational structures, culture and practices that make sense for them and match their style of dealing with the world. This means that a given organization is not able to develop beyond the development stage of its leader (Laloux, 2015, pp. 56-57).

Conscious leaders are able to skillfully recognize the needs of a co-worker resulting from his level of development and adjust messages and other leadership behavior to a given level. This means that if a leader has a member in his team who is on the red level of relations, it means that he cannot talk to him and deal with him from the green level, where decisions are made jointly and democratically. Conscious leadership is the result of passing and "doing homework" resulting from each level of the development spiral (Kirov and Kirova, 2017, p. 23).

Table 5.
Leaders of various stages of development

Type of leader	Description
Purple leader	The purple leadership manifests itself in a clan manner - the family is the most important. This level of human consciousness leads to the classic management style of caring only for the interests of "your people". In Western societies, the equivalent of this type of leadership thinking in a company is the phrase "my team", which is more important than other teams and divisions in the company. With regard to the market, the counterpart is "my company", which is more important than other companies in the market. On a social level, it is "my country", which of course is more important than any other country in the world. The leader of the purple color sees no value in human diversity. He believes that the added value generated by individual employees for the organization in the form of resources or money will be generated by itself. Such a leader believes that only willingness counts, and if someone does not do their job well, it is simply because they do not want to. He does not notice that the employee has no knowledge or competences, often even he himself cannot show him how to perform a given task. He is also unable to see or use employees' talents.
Red leader	At this level, the "ego" plays a huge role: "All that is good is because of me, and all that has failed is not my fault." For the red leader, respect and reputation mean more than life, so he believes that he must not be allowed to be embarrassed, humiliated or defeated. Hence, these leaders often exhibit emotional over-reaction, anger, and anger. Red thinking is not cause-effect. Red seeks immediate gratification and ignores the possible long-term consequences of his actions. In leadership, this can manifest itself in resolving conflicts impulsively and putting everything "on the edge of a knife". Red level leaders can be identified by their vocabulary as they often use phrases such as: fight, defeat opponents / competition, take over / conquer the market. For them, "the price decides about the order" and they most often sign reference contracts, for which the company most often pays extra money in the long term, because here and now it is the quantity that counts, not the quality. The red leader also does not understand that people are different, have different talents and predispositions. Unlike the purple leader, however, he believes that you should not slack off, you just have to try harder and the goal will be achieved. And an employee who does not achieve their goals simply does not pay attention.
Blue leader	A blue leader is limited by organizational or social rules and procedures, even though he theoretically has the power to change them. What matters at the blue level is what the system tells you to do. The blue leader feels more like an element of the system than a leader. Therefore, it will strive to formalize relations and build functional organizational structures, unchanging schedules and expect clear consequences. It will be leadership geared to defending the status quo. There is bureaucracy here, but also people who are always prepared and well organized, on whom you can count. They are focused on completing the task as intended. The blue leader, instead of potential and talents, will look for diplomas, qualifications, internships and titles in employees.
Orange leader	Leaders who are in the process of moving from blue to orange can become classic workaholics, and as managers they are dictators who insist on getting higher and faster results. The orange leader learns through trying and experiencing, he is a lover of research and analysis, all statistics and tables. He is a flexible individualist who quickly adapts to changes. The world of the orange leader is ruled by rationality, reason and science. He is motivated to act by the thought of independence, the will to achieve a goal (usually material) and the thrill of victory. For an orange leader who strives for better results, there are no sacred things that cannot be changed if he has a scientific basis and analysis to do so. He invests in employee training, counts the results and consciously builds the organization's strategy. Employee talent management in an orange organization is about finding the most productive, hit-and-miss and fastest learners, providing them with high-quality and expensive training programs, and preparing them for future key positions in the company. The rest of the team doesn't get these opportunities.

Cont. table 5.

Green leader	For the green leader, everything is subjective, everyone has the right to express their opinion, the most important are acceptance, equality and community. He sees the source of all evil in discrimination, racism, dogmas and divisions. He is convinced that people are equal and equally important, that when making a decision, no one's interests should be overlooked. It emphasizes people. It will not tolerate expressions like "human resources" or "human capital". For him, everyone is equal and everyone must be treated equally. For this reason, the green leader may have difficulty enforcing financial performance or actions according to procedures, and sometimes with the division of tasks among employees on the team. Rather, he will expect us to "share tasks together." The green organization and its leader are very sensitive to minority rights and equality in the team. This usually results in the boss's reluctance to distinguish and name the talents of individual team members. This can lead to people feeling unnoticed and underestimated by such a supervisor.
Yellow leader	The yellow leader sees much more and more widely than his predecessors. He sees people from previous levels, accepts and can speak their language. He knows that people are different, have different visions of reality and are not equal to each other because of their predispositions and competences. The leader does not need to be in a group, he rarely uses the word "we" and does not need the acceptance of the community. Likes to be independent and dislikes working in hierarchical organizations. According to him, knowledge and skills should be valued higher than formal authority or social position. It has a strong, own ethical system based on many sources, but none of them come from formal law or dictates of authorities. These people are always ready to learn. They can draw conclusions for themselves from every situation. They are fully aware that what works today will not necessarily work tomorrow. The leader is aware of the diversity of people. For him, each team member has their own talents and seeks to identify them and enable them to be used to the maximum for the benefit of the entire organization. He understands that for a team to be effective, individual team members should enjoy their work, use their talents and develop them continuously. It will strive to create comfortable working conditions not to make employees happy, but to achieve greater efficiency of the company. In yellow organizations, talent management is about identifying the talents of each team member individually, investing in them and finding the best place where he can contribute to the growth of the organization's value and personal development.

Adapted from: "Spiral Dynamics. Leadership, Werte und Wandel" by D.E Beck, Ch.C Cowan. 2008 by Inspire!, Bielefeld; "Spiral Dynamics in Action. Humanity's Master Code" by D.E Beck, T.H. Larsen, S. Solonin, R. Viljoen, T.Q. Johns. 2018 by John Wiley&Sons, Chichester; "9 Levels of Value Systems. Ein Entwicklungsmodell für die Persönlichkeitsentfaltung und die Evolution von Organisationen und Kulturen" by R. Krumm. 2017 by Werdewelt, Mittenaar-Bicken.

In hierarchical organizations, task forces have leaders. Commands flow from top to bottom, and task completion messages flow from bottom to top. The management structure is used to synchronize the work of the final contractors of the task. The concentration of power at the top, which divides workers into power and powerless, makes it perceived as a scarce commodity to fight for. This situation causes personal ambitions, political games, distrust, fear and greed to emerge. At the bottom of the organization, this situation causes resignation and reluctance. There is no domination or central control in turquoise organizations. There are no superiors in the traditional sense of the word. There are, however, people who jointly organize their work in a dynamically changing organization. Sometimes they are decision makers, other times they are making decisions, or they are wondering how to do both of these tasks. Decisions are made by those who are knowledgeable in the area, and the rest trust them. This is called partner democracy and is a central feature of the turquoise organizations. If a colleague takes the initiative to make an obvious decision, that is immediately taken. If this is not the case, the initiator consults the selection with a few other people deemed competent in the matter. If neither of these persons objects, the decision is made or announced in the public forum,

waiting for possible objections. In the event of an objection, a discussion begins, and if there is no objection, a decision is made. The client-supplier paradigm takes the place of the supervisor-subordinate paradigm. It is not the supervisor who dictates what needs to be done, but the client does it. Teams are not supported by their superiors, but their members support each other (Kałwa-Rojc, 2018).

M. Wzorek (2018, p. 82) claims that the leaders needed by turquoise organizations should be servant leaders, creating favorable conditions for their colleagues to develop. They should not overdo it with too much interference, micro-management or directive management. Such leaders should be highly ethical, have the ability to abandon their own ego and ambition to share their knowledge and experience, ensure that the entire organization is healthy, take care of prevention and develop individual members of the organization on the way to being a better person. They should do this as mentors, coaches, facilitators and good leaders setting a good example by their behavior. R. Jack (2018) has a slightly different opinion, who claims that servant leadership has more green features than turquoise ones. However, she emphasizes that servant leadership seems to lean more towards turquoise than orange.

In the world of turquoise, the role of authorities is changing a lot. On the one hand, people do not need authorities themselves, as was the case in previous periods, on the other hand, those who could be authorities, i.e. leaders, experienced entrepreneurs, spiritual leaders, encourage people to discover their own value, to find their own way, and not to follow the path taken by the leader. “Authority corrupts both the leader and the follower. Each type of authority blinds you, leads to thoughtlessness (...). Authority generates strength, and force always becomes centralized, and thus extremely corrupt. It corrupts not only the one who possesses power, but also those who follow him" (Krishnamurti, 2002, p. 47).

According to S. Denning, in the "turquoise revolution" the differences between leaders and managers are disappearing. Both groups need to be able to "get their hands dirty" (Denning, 2010, pp. 89-114). The tasks of the turquoise leader include in particular (Blikle, 2017, p. 63):

1. building a space for dialogue,
2. building partnership and trust,
3. building cooperation,
4. supporting the principles of the turquoise decalogue,
5. being a role model.

As A. Blikle argues (Blikle, 2017, p. 63), it is easier to build turquoise organizations from scratch than to change the existing management model to turquoise. It is the leader that must be ready to share power in the organization. It requires proper preparation and belief that such a management model is effective.

5. Summary

Although the concept of turquoise organizations is interesting and arouses interest among both researchers and management practitioners, its practical application can be considered in the case of a marginal number of organizations. The main barriers to adopting this model of organization are both psychological and social factors, perceived at various levels: from individual, through group, cultural, to aspects related to values, methods of communication or obligations at the level of national culture. It becomes important to reformulate beliefs about oneself, other people and the world, deeply rooted in the subconscious (Skrzypek, 2017, p. 3).

Many supporters of the concept assume that since F. Laloux in his book gives examples of the organization of the "turquoise paradigm", they must be based on all three identified pillars. This is far from the truth (Romero et. al., 2020, p. 2). F. Laloux himself cautions not to simplify anything, as no organization is ever 100% orange, green or turquoise. When aiming at turquoise, the copy-paste method cannot be used. Each organization has to work out the best way to get there on its own. Otherwise, the most inspiring aspects of these organizations will become another completely misunderstood fad of management (Minnaar and de Morree, 2019). So it becomes necessary to break both mental and emotional patterns, and this requires both courage and time.

The basic recommendation for management practitioners who would like to create a turquoise atmosphere in their organizations is reflection on the actual and declared key values and the mission of the organization. They also have to answer the question of how much they are able to share power with their colleagues, how much are they able to trust them. It is also becoming extremely important to build emotional openness between employees and their loyalty to each other.

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